



Quality Quarterly

Spring 1997

1997 MISSOURI QUALITY AWARD SCHEDULE

This year marks the fifth anniversary of the Missouri Quality Award Program, and if the record-breaking number of applicants for the 1997 Board of Examiners is any indication of how the cycle is going to unfold, then the outlook is very promising.

Consistent with upward annual trends, 1996 proved to be very successful as participation in the MQA Process increased significantly. Also, results in all of our key metrics were very positive and gave us great momentum as we began the 1997 Award cycle.

The cycle started in November as we developed the current Award booklets, which all of you should have received by now. You will notice that the Criteria have undergone fairly substantial changes and are therefore explained in an accompanying article.

Recently the Board of Overseers completed the Examiner selection process, and due to the record-breaking number of applicants, this year's decision was a particularly difficult one. Many highly qualified people could not be chosen. However, the resulting Board of Examiners may be our best ever and will clearly have the ability to conduct high-level assessments of the Award applicants and provide them with invaluable feedback.

The next phase in the 1997 cycle will conclude on April 1, which marks the deadline for submission of Eligibility Determination Forms. Organizations intending to apply for the Missouri Quality Award must submit the form, which will then be reviewed to determine an organization's eligibility. These forms and instructions can be found in the Award booklet and may be submitted at any time prior to the deadline.

Once the Eligibility Determination Forms are received and evaluated (within three days of receipt), the organization will then be categorized by size and sector so that we will have an understanding of the number and mix of award applicants. This will help as we enter the Examiner training phase of the process.

Examiners will be trained at one of three sessions, all of which are three days long. The courses are scheduled to run from the end of April to mid May. Upon completion of training, Examiners will be certified and well-prepared to begin the evaluation of applications.

This year's deadline for submitting an application for the Missouri Quality Award is June 2. Once all applications have been received, Examiner teams consisting of 7-9 members will conduct independent reviews of the application assigned to them. The independent reviews will take place from June 9 - July 7, after which the Panel of Judges will meet and select the applicants who will advance to the Consensus Stage of the process.

The Consensus reviews will be conducted during the last week of July when the Examiner Teams come together for a face-to-face meeting to agree on the applicants' strengths, areas for improvement, and overall score. Following consensus, the Judges will meet and select applicants who will receive a site visit.

Site visits will be conducted in September when Examiner Teams will devote a full six days to visiting the applicant's facility and preparing a feedback report. It is significant to note that those applicants receiving a site

visit will benefit from 800 hours of work on their application.

The Judges will meet in early October to make recommendations concerning Award recipients, and on October 17, the Board of Overseers will receive those recommendations for final approval.

This year's process will culminate with the Missouri Quality Conference and Awards Presentation Banquet which is scheduled for November 3-7 in Jefferson City. The banquet promises to be a festive affair as we celebrate our fifth anniversary and is one you will not want to miss. Contact Laura Reynolds at (573) 526-7783 for more information on the banquet and make plans now to attend.

If you have not received your copy of the Award booklet or have any questions about the Missouri Quality Award Process, please call the Award office at (573) 526-1725 and we will be happy to help.

CHANGES TO THE 1997 MISSOURI QUALITY AWARD CRITERIA

A quick glance at the 1997 MQA Award booklets is all it takes to notice the fairly substantial changes made to this year's Criteria. Each year, at both the national and state levels, we evaluate how well the Criteria are serving the needs of the nation and Missouri, and then revise them accordingly.

Since our approach is to maintain alignment with the Malcolm Baldrige National Quality Award, our changes mirror the national Criteria for the Manufacturing and Service sectors. In addition, we have developed revised Criteria for Health Care, Education, and Public Sector.

It is significant to note that Missouri is the first and only state to produce Criteria in these sectors, which are aligned with Manufacturing and Service. In fact, the Baldrige office has yet to address this issue. So, Missouri is now the only place you will find Health Care, Education and Public Sector Criteria which has been modified to reflect current trends.

The changes which have been made to the 1997 Criteria are designed to strengthen the systems view of performance management as well as to place a greater focus on overall strategy, organizational learning, and better integration of results. The most significant changes which have been made are as follows:

- The Criteria framework has been revised such that all categories from 1996, except Category 1 (Leadership), have been renumbered. Therefore, the new sequence goes like this: 1-Leadership, 2-Strategic Planning, 3-Customer and Market Focus, 4-Information and Analysis, 5-Human Resource Development and Management, 6-Process Management, 7-Business Results.
- The number of Items have been reduced as a result of combining some to better integrate requirements. Consequently, Manufacturing, Service and Public Sector now have 20 Items (down from 24), Health Care has 24 (down from 28) and Education has 21 (down from 28).
- The number of Areas to Address have been reduced. Manufacturing, Service and Public Sector have 30 (down from 52), Health Care has 33 (down from 65), and Education has 34 (down from 63). • As a result of these reductions, the page limit for applications has been reduced from 70 to 50 (60 in Health Care and Education).
- Greater emphasis is placed on organizational learning in order to underscore the importance of learning and change, as well as the importance of continuous improvements.

Key Changes by Category

1-Leadership - The role of senior leaders has been integrated into the Leadership System by combining two Items into one.

2-Strategic Planning - There is greater emphasis on the process for developing a strategy, what information is contained in the strategy, and how it is deployed. There is also greater emphasis on the integration of human resource planning.

3-Customer and Market Focus - Customer satisfaction results have been moved to the Results Category. Greater emphasis has been placed on markets, and customer relationship management has been integrated with customer satisfaction determination.

4-Information and Analysis - There is greater emphasis on use of data and information to drive improvement. 5-Human Resource Development and Management - Human Resource planning and evaluation has been moved to the Strategic Planning Category.

6-Process Management - The design of products and services has been integrated with the management of the production/delivery process. Emphasis is on preferred suppliers and partners.

7-Business Results - Customer satisfaction results have been integrated. There is greater emphasis on financial performance.

At first look, it would appear that these changes are very substantial, particularly from the reduction in the number of Items and Areas to Address. However, it is extremely important to understand that nothing has been eliminated. While some things have been moved around, much of the reduction has been generated by eliminating redundancy and simplifying wording.

The Core Values and Concepts that form the basis for the Criteria remain unchanged, and the requirements that were there before are still valid. We hope that the changes will make understanding and responding to the Criteria easier, while at the same time retaining the great learning value that has always been there.

If you have any questions about the new Criteria, please call the Award Office at (573) 526-1725, and we will be happy to help.

1997 MQA BOARD OF EXAMINERS SELECTED

The Excellence in Missouri Foundation is pleased to announce the selection of the 1997 Missouri Quality Award Board of Examiners.

After receiving a record number of applications, 84 individuals from across the state were chosen for this prestigious group. They consist of quality individuals from all sectors in Missouri, including manufacturing, service, public sector, health care, and education.

The Board of Examiners are selected through a competitive application process and are chosen on the basis of their broad knowledge of quality principles. Examiners play a key role in the MQA Process by reviewing, evaluating, and scoring written applications, preparing feedback reports to the applicants, and participating in consensus evaluations and site visits.

Examiners will be certified to evaluate and score Award applications after completing a three-day training course offered by the Foundation. A complete listing of the 1997 Board of Examiners will be announced after the conclusion of Examiner Training in the Summer Edition of the Quality Quarterly.

CUSTOMIZED TRAINING AVAILABLE

The Excellence in Missouri Foundation offers a variety of education services to help organizations in their performance improvement initiatives. Services include training workshops, speeches, and consulting arrangements, all of which are conducted on- site so organizations can involve a larger number of employees.

Some of the available services include:

Training:

- Baldrige Examiner Training
- Baldrige/MQA Self-Assessment Training
- Baldrige/MQA Criteria Training
- Developing Responses to Baldrige/MQA Criteria
- Establishing a Customer Focus
- Strategy Development & Strategic Planning
- Total Quality Principles

Consulting:

- Installing the Baldrige Management System
- Developing a Baldrige /MQA Award Application
- Evaluating and Scoring a Baldrige/MQA Award Application
- Assessing Organizational Performance
- Effective Quality Leadership

Reasonable fees are charged for these and other available services. For more information, please contact Laura Reynolds, Director of Marketing and Education Services at (573) 526-7783.

FOUNDATION SEEKS MEMBERS

Organizations interested in supporting the continuous improvement of quality, customer satisfaction, and the overall global competitiveness of Missouri organizations can now join the Excellence in Missouri Foundation in the pursuit of performance excellence. For the first time ever, we are offering memberships as a way to spread awareness of the great value and opportunity the Foundation offers the state of Missouri and as a way to broaden the base of financial support for the growing number of Foundation activities.

Membership is available in both Sustaining Member and Supporting Member categories.

Sustaining Members receive a plaque recognizing their commitment to performance excellence as well as their dedication to enhancing the success and vitality of Missouri organizations. They also receive advance notice of Foundation special events and attendance of up to four individuals to the Foundation's educational programs at discounted rates during the membership year.

These programs include Customized Training and Consulting Services as well as the annual Missouri Quest for Excellence Conferences, Baldrige/Missouri Quality Award Self-Assessment Workshops, and the Missouri Quality Conference and Awards Presentation Banquet. As well, representatives from two Sustaining Member organizations will be asked to serve on the Foundation Board of Directors.

Supporting Members receive the plaque, advance notice of Foundation special events, and attendance of up to two individuals to the Foundation's educational programs at discounted rates during the membership year.

Suggested Donations for Membership:

Suggested donations for organizations employing less than 500 people in Missouri are:
\$1,000 for Sustaining Membership and
\$500 for Supporting Membership.

Suggested donations for organizations employing 500 or more people in Missouri are:
\$1,500 for Sustaining Membership and
\$750 for Supporting Membership.

Donations exceeding the value of membership are tax exempt.

For more information on Foundation Membership or to receive an application, please contact Carey Holbrook, Director of Public Relations at (573) 526-1726.

SELF ASSESSMENT SEMINAR TO BE HELD IN JUNE

As part of our education services, the Excellence in Missouri Foundation offers Self-Assessment Seminars twice a year to help organizations understand how to implement customer service, performance improvement and quality practices into their operations.

The seminars provide a method for organizations to assess themselves and continuously improve, as well as to prepare them to apply for the Malcolm Baldrige National Quality Award, Missouri Quality Award or Missouri Team Quality Award. The Self-Assessment Seminars can also help qualify individuals who desire to be members of the MQA or Baldrige Board of Examiners. The first of this year's Seminars is scheduled for June 18, 19, 20 at the Marriott's Tan-Tar-A Resort at the Lake of the Ozarks. This two and a half-day seminar will take an in-depth look at the 1997 Award Criteria as well as the 1997 Case Study in Manufacturing. The registration fee for the Seminar is \$750 per individual.

For more information on the Self-Assessment Seminars or to register for the June session, please contact Laura Reynolds, Director of Marketing and Education Services at (573) 526-7783.

CONGRATULATIONS TO THE NEWEST MEMBERS OF THE FOUNDATION BOARD OF DIRECTORS

Steve Carter

Executive Vice President, Strategic Services
CITATION Information Systems, Inc.

Dan Hargett

Vice President, Quality
MEMC Electronic Materials

Daniel G. Maher

Vice President, Kansas City Operations
Hoechst Marion Roussel

QUALITY QUOTE

"I'm afraid as great as computers are, they cannot tell you about the quality of your product. The profitability, yes, but not the quality. The human eye, the human experience, is the one thing that can make quality better – or poorer."

-Stanley Marcus

We are seeking articles about individuals who have gone "above and beyond" to produce a quality product or service for future editions of our newsletter. If you would like to submit an article, please contact the Foundation or fax the article to (573) 526-1729.

If you have any questions about the information in this newsletter, please call
(573) 526-1725.

Founder

McDonnell Douglas

Sponsor

Anheuser-Busch

BJC Health System

Sprint

Partner

SSM Health Care System

Saint Luke's - Shawnee Mission Hospital

Associate

Boatmen's Bank

Emerson Electric

MEMC Electronic Materials

Southwestern Bell

Utilicorp United

Affiliate

ACCESS Investor Services

American Cyanamid

Associated Industries of Missouri

Ernst & Young

Exchange National Bank

Midway Arms

Missouri Dept. of Economic Development

Northwest Missouri State University

Orscheln Industries

Southern Missouri Containers

Sverdrup Facilities

Teva Marion Partners

Wainwright Industries